

Innovative Practices of Talent Management in Digital Age: A Systematic Review

Roma Trigunait*

*Research Scholar, Department of Rural Management (School of Management), Babasaheb Bhimaro Ambedkar University (A Central University), Lucknow, roma.tripathi123@gmail.com

Taruna**

**Assistant Professor, Department of Rural Management (School of Management) Babasaheb Bhimaro Ambedkar University (A Central University), Lucknow, drtaruna@gmail.com

Abstract:

In the present scenario, talent management has become a considerable matter for a discussion in academic literature. It is referred as one of the central element of managerial discourse and innovative organizational practices. On the whole, talent management practices begins with attracting, recruiting, assessing, developing, rewarding and retaining highly skilled employees. Talent management is an important aspect of HR and both about managing people. HR is more focused on administration on the other hand; talent management is particularly focused on helping and improving the talent management of the workforce. They are two different approaches to managing the people and both are necessary for growth and development. With the hope of gaining and sustaining a competitive advantage, organizations need to be competitive in the global marketplace and should have accessed with newer technologies. Nowadays, sustaining and building a talent is a biggest challenge all over the world. Today, each firm have talent in the form of human capital which must be developed but one of the major challenges for organization is that they have to be not only global but also to be systematic in managing their human capital. This paper is an attempt to study a systematic and comprehensive literature review. Several global challenges and innovative practices were discussed among study constructs based on previous literature annotations. To achieve the objective of the study various web sources such as Proquest, EBSCO host and Google Scholar were accessed and reviewed. Further, other relevant content, review papers and various research articles and conceptual studies on the topic were searched. However, this study contributes to the literature by elaborating global challenges and innovative practices of talent management in digital age. Later, authors discuss study findings and provide insights into implications, limitations and future scope of study.

Keywords: Talent management, HRM, Digital age, Global HRM, Innovation, Innovative practices.

Introduction:

In the present day, talent management is one

of the key talents which not only contributes to the productivity of the organizations but also helps in generating income by creating worth for their clientele. Firms should promote open culture where capable workforces are given abundant job opportunities so they are able to perform at greatest height. Building a strong workforce, the hiring process is considered as first step. There are many hurdles before, during and after the staffing process which is handled by hiring authorities. In addition to this, business should ensure that workforces are working at their utmost potential and pleased with their effort. The entire corporation comes collectively to advance employee growth. For employee satisfaction and growth, HR is not solely responsible.

In this competitive environment, talent management is measured as imperative drivers for managerial achievement and growth. The organization required to predict and grasp the innovative opportunities before its competitors. Due to this, talent management has become a fresh challenge for the next generation. It has turned out to be very significant in this cut-throat aggressive market that organization should align their initiatives with their business target.

Society of Human Resource Management (2012) survey reveals that employee engagement, performance enhancement, customer fulfilment and low turnover, all the levels of employees determined on driving income that will definitely have an impact on end result of the organization.

As per Collings and Mellahi, (2009) talent management has been on the rise where researchers keep on discussing theoretical boundaries of talent management. As a matter of fact, the success of talent management was inadequately evaluated by national and organizational context. During 1990s, there was notable debate on talent management. Hence, McKinsey consultants introduced the theory named as „The War for Talent (cited in McDonnell 2011).

Pascal (2004) elicited definition of

talent in HR discipline as the capital. According to Hroník (2007) viewpoint was based on two features i.e. performance and respect. If any employee has these two features that person will be identified as a talented employee. As time passed, Indian organizations now realized the significance of human resource and are giving appropriate concentration towards it. Managing and developing talented employee inside the organization is one of the vital human resource functions around which all the human resource activities revolves.

Chuai, Preece and Iles, (2008) stated that talent management emerges as being dissimilar from conventional HRM, integrating new facts rather than being a simple repackaging of old techniques and ideas with new labels.

The remaining of the manuscript is planned as follows. Section 2 discusses pertinent literature by elaborating the innovative practices of talent management in digital age. Section 3 describes the methodology. Section 4 discusses the results and analysis of this paper. Section 5 discusses the conclusion of the study. Finally, implication, limitation and scope of future work are presented in the Section 6.

Literature Review:

According to Ara Ballesteros Rodriguez (2009), Talent is considered a key for successful organizations. Through talented workforce and talent management strategies a company can achieve a sustainable competitive advantage. Theoretical framework is included where it will elucidate perception of talent management, talented candidate and the creativity as a talent. During investigation determine that a talent management approach has to be fitted with the corporate plan and with the corporate culture and also, that there are boundless ways to build up the talent management performance, it depends on the organization which develops it.

Tymon et al, (2010) found in his survey that, in India employee perceptions of the corporation as being socially accountable was talented or organizational pride, which strongly affected fulfilment with organization; this fulfilment was linked with reduced intent to leave and improved perceptions of career success. From the same data set (Doh et al., 2011) originate that for retention, liable leadership was a new critical feature. Previous studies have sought after thorough analysis and it is to be more universal which encompasses staffing and

retention together. For illustration, Hiltrop (1999) analyzes several strategies and practices that firms make utilize in attracting and retaining talent.

Robinson (2018). According to the report, more than a quarter of respondents (27 percent) indicated that their organization does this to a high or very high extent. The top talent management practices for supporting innovation are emphasizing diversity in hiring. Research has also shown that a diverse workforce has many benefits, from policy making to enhanced organizational financial performance.

From the point of view of Brown and Hesketh, 2004; Collings and Mellhai, 2009; Lewis and Hackman, 2006; Talent management considered to be closely related to concepts that include manpower planning, strategic HRM, and employability. Over the past half decade, the pressure was put to attract and retain key talent that has led organizations to expend increased energy and resources on talent-related initiatives (Human Capital Institute, 2008).

In aggressive business environment, retaining extremely talented workforce is essential (Smith, 2009) because they contribute optimistically in convalescing the managerial efficiency. Reduced turnover is vital for organization growth, there is also view that getting better turnover diminution beyond certain point will lead to deteriorating marginal profits (Boudreau and Ramstad, 2007) frustration on work is the central foundation for the turnover decision for individuals.

Snell (2011) examined that employee are the major assets for all institutions and therefore, they should be taken care of and well managed. It is the employee that not only creates value for firms but also growth and success which is fully dependent on expertise and qualities. But HR managers as well as leaders of business do not have transparency to make confined use of these resources for extraordinary business results.

Salkey (2005) in his research paper found that many firms have realized that the potential workforces are the resources which required be developing and retaining for longer duration. Therefore, an HR manager focuses on benchmarking the superlative talent management practices in the industry to sustain the success for long term.

Project Management Institute Report (2013) reveals that organizational strategy aligned talent management system have 72

percent success rate. Moreover, effective talent management makes the company more competitive in the market and increase the efficiency and effectiveness of the organization. For example, Apple, Google would not have been successful without the efforts of its talented software engineers. Through good total rewards practices, talent management process try to retains its most important employees which makes them feel recognized and eventually willing to make positive contribution and long-term commitment to organization. Talent management also increases the revenue by helping the organization in achieving better results than its competitors in turn gaining higher market share which means increase in the revenue of the organization. In achieving strategic goals and highlighting competencies which are required for the success of organization, talent management practices plays a decisive role in identifying right talent.

Farndale et al., (2010) explained that international talent management describes in a common perspective on which point out the balancing act between self –initiated assignment by workforce and organization-assigned expatriate assignments. Cropanzano and Mitchell, (2005) said that as a matter of fact, social exchange theory highlighted that when institutions spend in their workforce, they ultimately react to corporate investments in a very optimistic way.

Nowadays, many institutions and consulting firms have been propelling the practices and discussion on talent management. In contrast, there is lack of theoretical framework which is featured in the academic field of talent management (Lewis and Heckman, 2006; Scullion, Collings, and Caligiuri, 2010).

In a research work of Banerjee, (2012) reviewed a number of literature on social networking which revealed that it is the most pursued source for talent acquisition because it provides ample avenues for connecting between approaching employers and potential employees. Managing talent across various hierarchical levels has become more perplexing as the market for relevantly skilled job applicants has shrunk. Traditional recruitment sources like newspaper advertisements and job portals are costly and challenging as well when it involves niche skills. The target population outreach becomes somewhat narrow. Thus social networking saves by offering a more exhilarating and modified tool. Many

researches in the Indian context have shown that above 30 % of talent acquisition activities are performed through social networking sites.

Dahlander and Wallin, (2018) elicited that digital transformation involves a great deal of concern than adopting additional technology. Finding digital talent through bottom up initiatives like many companies develops suggestion boxes, hold brainstorming sessions, and host competitions to draw out high potentials to generate ideas for digital solutions.

Holland (2011, p. 2) points out that talent management as a “process necessary to identify and nurture the leaders of tomorrow” is the critical and often overlooked area in healthcare organizations. “Healthcare organizations are far less likely than companies in other industries to have formal talent management processes in place”.

In conclusion, talent management theories determined by the postulation that maximizing the talented candidate is a resource of sustained competitive advantage (Scullion et al., 2010; Al Ariss et al., 2014). It has resulted in talent management becoming broadly correlated to human resource management (HRM) practices in organisations (Farndale et al., 2010).

Objectives:

The following objectives have been taken for the study.

1. To identify various innovative practices of talent management in digital era.
2. To study several challenges of talent management faced by organization.
3. To recommend feasible solutions to make talent management practices more effective and efficient.

Innovative practices of Talent Management:

New digital age allows for the development of software that not only recruits and communicates with employees, but develops them as well. There is a demand for HR departments to use digital software that keeps track of all their new hires. This digital software streamlines the process of on-boarding (in that it allows the HR department to transmit documents quickly and securely), but it also provides ways for the company to keep track of an employee's satisfaction. Many CRM (content resource management) platforms have a way in which a mass email can be sent out to the company, and responses can be tracked. This software will go in a long way to help in employee retention.

Through digitalization, many firms make use of social media platforms like Facebook, LinkedIn, Glassdoor, Skype (video

conferencing) etc. as a recruiting tool and it has become essential mechanism for employers in the hiring process as well as job seekers. It is via all these social media manoeuvres that recruiters are able to manifold the probability of identifying suitable recruits by reaching out to a bigger pool of potential applicants.

Patra, Khatik, and Kodwani, (2002) explains that the emergence of knowledge as the HRM key resource will undoubtedly necessitate thoroughly new management theories and practices counting the area of information technology as a substitute of managerial tasks in organizations.

Today, interconnectivity is playing a major role to this digital transformation. Companies like LinkedIn, CareerBuilder, and Monster (a wholly owned Randstad company), the way employers and employees work together with one another had changed dramatically. This is true especially with LinkedIn, where just a few clicks of a button can lead the employer right to the profile of a company's CEO. Transparency and hiring process has increased exponentially due to digitalization.

According to Digital Marketing Institute (2018), Digital HR means that applications for many processes (such as recruiting, compensation management, Leadership and development and talent management) can migrate online. This makes them not only easier to access by a global workforce but also easier for HR staff and their audiences to manage. Nowadays, social media is playing a major role in every arena. With the use of social media tools organization can go ahead of their peers in winning the competition for the most excellent global talent. Kumar (2016) stated, from a skills perspective, innovation and learning ability are becoming key requirements. Innovation is not limited to products anymore: It cuts across processes, organization design, reviews, performance management, and rewards.

Mandloi (2014) stated that many companies are now seeking assistance around building the right job competencies, understanding their job profiles and leveraging social, mobile and analytics to identify and attract the right candidates. Today, cloud offers many opportunities for transforming talent acquirement like cloud application that incorporate social tools and can also be accessed through mobile devices.

Increasing digitalization means that talent management has to reinvent itself. In many top leading firms, management

establishes the required parameters which make sure that the firm has the right individual with the right skills in the right profession at the right time to attain strategic goals at all levels.

Recruiting and selecting the talent through various social media platforms like LinkedIn, Glassdoor, Myspace, Facebook, Skype, etc are used as recruiting tool. Selecting a right candidate is one of the critical roles of talent management. Online assessment will save time and give quick results of right talent. Technology is really a better and best thing which will have a positive impact not only on employee development but also on organizational productivity. Application tracking system is normally a part of staffing process. Today, cloud technology is a standard choice, with new HR and talent management software as service merchant in the market. Training and development include e-learning software like learning experience platform (LEP) software, corporate learning management system (LMS) software etc, will provide solution to HR department and facilitate not only in training but also for education and professional development. Today, development of the country lies in digitalization. Retention can be done with the help of succession planning and by giving challenging opportunities, recognition, rewards etc. Promotion and performance appraisal is considered an essential part of managing talent in tracking and improving their performance. Talent management systems generally include the core competency architecture and Human Resource Information Systems (HRIS) or enterprise software systems (Lewis and Hackman, 2006).

An oracle white paper (2012) cited that dynamic career plan will help employees to be focused and that will engage and motivate also. Easy to use tools can enthusiastically push job opportunities to employees who can pursue careers inside an organization rather than outside.

Succession planning is a need for today because every organization has key people and positions which are vital for the success and attainment of its goals. In this respect, employing a technology solution can facilitate this method and will diminish obstacles; and, having a mechanism that links the other components immensely increases organizational commitment to succession

planning and streamlines the process. Researchers found that firms have an easier time in attracting and retaining talented workforce if they recommend technology that candidates understand and use.

Table 1: Innovative Practices at a Glance

Sr. No	Innovative Talent Management Practices in Digital Era	Advantages/Usage
1.	ATS (Automation Tracking System)/ Recruiting (Trustradius, 2019)	Applicant tracking, Job requisition management, Alerts and notification particularly for interviews
2.	Onboarding (Trustradius, 2019)	Compliance tracking and reporting, New hire portals
3.	Cloud Technology (Corsello, 2012)	Generate a greater volume of timely and accurate information, Cost-effective, High quality and flexible functionality.
4.	LEP (Learning experience platform) (G2crowd, 2019)	Providing personalized and intuitive learning experience, Digital learning programs, Hands-on learning experience

Talent Management Challenges:

Today, tackling the modern talent management challenges requires organizations to view as a critical activity aligned with the organization's business strategy that aims to attract, develop and

retain talented workforce but the most challenging opportunity for HR functions is to manage the complexities of change and transformation. To cope up with this, talent management incorporates numerous critical system mechanisms such as workforce planning, recruiting and hiring, career expansion, performance management and succession management.

Kaur (2013) stated that there are many multinationals and global organizations who find it difficult to handle talent in comparison to the local or national companies but some of them have really worked hard to overcome this issue. Research showed that developing and retaining is one of the drivers of the success and this is how the organizations are effectively doing it.

As per digital marketing institute, (2018), every year, the workplace is becoming increasingly digitized. In the UK alone, 12 million people and 1 million small businesses do not have sufficient digital skills while 40% of businesses are estimated to rely on younger employees and graduates for the skill set. By 2020, digital technologies will add as much as \$1.35 trillion to the GDP of the world's top 10 economies. To share this growth, companies across industries need to attract and retain the talent driving it. And, yet while digital transformation advances, finding people with the right digital skills remains a challenge. Talented employees leave the organization if they are not satisfied with the total rewards, leadership and organizational policies etc., these problems occur when proper talent management practices are not in place (Griffeth and Hom, 2001).

Nienaber (2010) examined that if firms refer to talents, mainly young candidates they have in mind at the commencement of their proficient vocation. Another mentioned group includes that their superiors favour them because of their existing performance in order to motivate their advance career growth and help them to more accountable managerial positions. Talent management is an integrated mechanism of recruitment, development and retention of the requisite human capital at all organizational levels.

In the present world, retaining the human resource in the global era requires special strategies and skills. Therefore, it becomes a major challenge for firms to retain

skilled workforce once they have been hired and trained, retaining employees is one of the key for any business growth. The Boston Consulting Group (2007) found that, although viewed as being of critical importance, talent management was one of the areas in which firms were least proficient.

The inferences is that organizations need tactically to manage talent flows so that appropriately trained candidates are accessible and aligned with the right jobs. After going plethora of literature on talent management it is evident that talent management is a enthralling among the organizations.

Research Methodology:

A systematic review has been conducted based on prior research studies on innovative practices of talent management in digital age. The literature content from the year 2008 to 2018 was considered useful and put forth for the purpose of study. Based on the topic, various articles published in academic journals and trade magazines were used in order to get access to the latest development in this area. Further, a random bibliographic scan was performed on all the research studies to find out relevant study material. The key words used for this search were „Innovation”, „digital”, and „Talent Management” etc. Articles and others study material were downloaded and sorted on the basis of well specified i.e. Innovation practices of talent management in digital age were preferred.

Study findings and Discussion:

In today's, knowledge based economy, employees are exceptional resource of value addition to organization by means of providing competitive advantage. (Barlett and Goshal, 2002), most researchers agreed that knowledge workforce are skilled and able to adapt changes in the business environment to resolve day to day problems. From the global perspective, talent management has emerged with lot many innovative changes and world is getting ready for the talented workforce with all its new innovative strategies. But it becomes essential for organization to acquire the prospective talent and retain them, so that they can grow even more rapidly than the present growth rate.

Nowadays, firms are creating cultures that maintain greater lucidity, mentoring, multiplicity, innovation and a consumer-grade digital experience. Creating social network that makes possible a real time communication among new hires, peers and mentoring groups, a multi-channel sourcing strategy that taps a variety of channels from

LinkedIn to employee referral portals, for talent will improve connectivity. Organization should motivate new hires with self-service capabilities in the form of corporate intranet sites and social association portals.

From thorough analysis of literature, following recommendations are proposed which may aid organizations to deal in digital age.

- Hiring strategy should be prompt in acquiring potential and talented workforce for better talent management in the workplace. It is necessary to be taken care of hiring process which should not be cumbersome.
- Automation is imperative nowadays, for reformation and clarifying industry actions. Every business is started to use a candidate tracking system (ATS), compensation, and accounting software. Technology usage will help businesses to save their time so that they can build a firm. The organization need to tap with the changing technology to deliver positive results.
- Strong management is the foundation of talent management. For developing and retaining candidate, managers and other top employees plays a major role. Ineffective leadership will not able to sustain a competitive advantage. If there is unproductive leadership contained by the company, employees would not have assistance in talent development.
- Retention is more important than selection mere acquiring talent in the organization will not suffice the need. Organizations should focus on retaining employees through better talent management practices.

Conclusion:

In the current era, digital transformation is a kind of cultural change that organizations make use of digital tools to identify and react more quickly to opportunities and meet ever-changing business needs. For HR leaders, this means talent management is no longer just about getting employees to fill data into their profiles and annual performance reports, but

instead, giving those tools and information they need to plan and develop their careers. Since the most valuable asset of any organization is its people, it is important to ensure that employees remain engaged, productive and rewarded for their efforts. When applied to HR practices, employee participation in a talent management system means increased candidate and employee engagement, easy and simple recruitment, and the introduction of fresh ideas that company can act on. Lastly, empowering talent through technology can put effective retention strategies into real practice.

Talent Management without the support of Top Management cannot be successful. It has always been a struggle for HR to convince top management to invest their resources in talent management not only in identifying talent practices but also to drive superior stability, incorporation and coalition of talent practices with the business strategy. Lastly, it is important for organization to build culture and processes that facilitate talent demand to offer a constant source of talent people to create and deliver a pool of talent to align with the objectives of the organization.

From the above literature review, it has been concluded that in today's scenario there is need for transformation in every aspect. Talent management should identify higher business opportunities, advance artifact superior and marketing skills and secure better premises. These would incorporate their aspiration with explicit long term policies about the needs of the company that will serve its geographic reach, its technical capabilities and other strategic concern for the development and success of the enterprise. Talent management is essentially viewed as reborn concept of HR. In a nutshell, it is inferred that today digitalization has been taken to the core. It is observed that every institution or organization is strongly committed to put it forward.

Limitation and future scope:

The research is based on secondary data which provides an overview of the innovative practices embraced by the firms; however these applications may alter from business to business due to change in magnitude, economic influence, and dissimilar firm's composition and culture. This study is conceptual in nature and both Indian and global perspective has been taken into consideration. Further, empirical research can also be conducted to overcome the issue of generalization.

Implication:

The above study provides insights to managers and academicians with constructive guidance on the wider repercussion on how to advance the performance at workplace with innovative practices of talent management in this digital era.

References:

1. Al Ariss, A., Cascio, W. F., Paauwe, J. (2014). Talent management: Current theories and future research directions. *Journal of World Business*, 49(2): 173–179.
2. Bartlett, A.C., and S. Ghoshal. (2002). Building competitive advantage through people. *MIT Sloan Management Review*, 43(2): 34–41.
3. Brown, P. and Hesketh, A. (2004), The Mismanagement of Talent: Employability and Jobs in the Knowledge Economy, Oxford University Press, King's Lynn.
4. Boudreau, J. W., and Ramstad, P. (2007). Beyond Human Resource: The new science of human capital. Boston: Harvard Business School Press.
5. Boston Consulting Group (2007). *The Future of HR: Key Challenges Through 2015*. Dusseldorf, Boston Consulting Group.
6. Banerjee, P. (2012). Social networking sites: A fad or a breakthrough in new age recruitment. *Global Journal of Management and Business Research*, 12(3):71-75.
7. Chambers, E. G., Foulon, M., Handfield-Jones, H. And Michaels, E. (1998) „The war for talent“, *McKinsey Quarterly*, Vol. 3, pp. 44-57.
8. Cropanzano, R., and Mitchell, M. (2005). „„Social exchange theory: An interdisciplinary review““, *Journal of Management*, Vol.31, No.6, pp.874
9. C Phillips, —Tapping into the next talent generation, *Strategic HR Review*, Vol: 7, No.3, 2008 Pg: 31.

10. Chuai, X., Preece, D., and Iles, P. (2008). Is talent management just "old wine in new bottles"? The case of multinational companies in Beijing. *Management Research News*, 31(12), 901-911. doi:10.1108/01409170810920611.
11. Collings, D. G., and Mellahi, K. (2009), „Strategic talent management: A review and research agenda”, *Human Resource Management Review*, Vol.19, No.4, pp.304.
12. Collings, D. G. And Mellahi, K. (2009), “Strategic talent management: a review and research agenda”, *Human Resource Management Review*, Vol. 19 No. 4, pp. 304-13.
13. Doh, J. P., Smith, R. R., Stumpf, S. A. and Tymon Jr., W.G. (2011) „Pride and Professionals: retaining talent in emerging economies”, *Journal of Business Strategy*, Vol. 32, pp. 35-42.
14. Digital Marketing (2018), How to update talent strategy for a digital world, Retrieved on 11th February, 2019 from <https://digitalmarketinginstitute.com/blog/11-04-18-how-to-update-a-talent-strategy-for-a-digital-world>
15. Evans, R. (1999), “Changing roles for HR professionals in the next century”, *ACA Journal*, Vol. 42 No.6, pp.30-4.
16. Farndale, E., Scullion, H., and Sparrow, P. (2010). „the role of the corporate HR function in global talent management”, *Journal of World Business*, Vol.45, No.2, pp.161-168.
17. Griffeth, R. W., and Hom, P. W. (2001). Retaining valued employees. Thousand Oaks, CA: Sage.
18. Hiltrop, J-M. (1999). „The quest for the best: human resource practices to attract and retain talent”, *European Management Journal*, Vol. 17, pp. 422-430.
19. Hroník, F., (2007): Rozvoj a vzdělávání pracovníků. Praha, Grada Publishing, 233 p
20. Human Capital Institute. (2008). The State of Talent Management: (pp. 1-37).
21. Holland, J. (2011). Talent management: a crystal ball into your organization’s future. [online]. Retrieved from: http://partners.gehealthcare.com/Talent_Management_A_Crystal_Ball-WP-0811.pdf.
22. Corsello, J. (2012). "Maximizing talent management through the cloud: New technologies offer opportunities to develop skills and careers", *Human Resource Management International Digest*, Vol. 20 Issue: 4, pp.27- 30, <https://doi.org/10.1108/0967073121233339>
23. KPMG (2012) *Rethinking Human Resources in a Changing World*, KPMG, London.
24. Kaur, R. (2013). Empirical Study of Talent Management Program and Its Impact on the Employees Retainment and Performance in Indian Supermarket Big Bazaar. *Human Resource Management Research*, 61-70.
25. Kumar, M. (2016). Talent Development for the Digital World, Retrieved on 11th February, 2019 from <https://www.td.org/insights/talent-development-for-the-digital-world>.
26. Lewis, R. E., and Heckman, R. J. (2006). Talent management: A critical review. *Human Resource Management Review*, 16(2), 139-154.
27. McDonnell, A. (2011), „Still Fighting the "War for Talent"? Bridging the Science Versus Practice Gap”, *Journal of Business and Psychology*, Vol.26, No.2, pp.169-173.
28. Mandloi, N. (2014). Talent Management: A strategic approach

towards growth in IT industry. Research conference on Innovative business strategies, SIBM, Pune, 28th - 29th March.

29. Patra, R. K., Khatik, S. K., and Kodwani, A. D. (2002). Human Resources Professionals at the Crossroads. *International Journal of Human Resources Development and Management*, Vol. 2 No. 3/4).
30. Pascal, C. (2004): Foreword. In: Schweiyer, A.: Talent management systems: Best practices in technology solutions for recruitment, retention and workforce planning. San Francisco, John Wiley and Sons, 247 p
31. Project Management Institute Report (2013), Competitive Advantage of Effective Talent Management. Retrieved on 11th February, 2019 from <http://www.pmi.org/~media/PDF/BusinessSolutions/PME�行SummaryTalentMgmt.ashx>
32. Salkey, J. (2005). Talent management for the 21st century. *Strategic HR Review*, 4 (5), 2-2.
33. Smith, R. C. (2009). Greed is good. Wall Street Journal, p. W1.
34. Scullion, H. Collings, D. G., Caligiuri, P. (2010). Global talent management. *Journal of World Business*, 45(2):105–108.
35. Society for Human Resource Management (SHRM), 2012 Employee Job Satisfaction and Engagement: How Employees are Dealing with Uncertainty, October 2012, 41.
36. Snell, A. (2011). Developing talent intelligence to boost business performance. *Strategic HR Review*, 10 (2), 12-17.
37. Tymon Jr., W. G., Stumpf, S. A. and Doh, J. P. (2010) „Exploring talent management in India: the neglected role of intrinsic rewards“, *Journal of World Business*, Vol. 45, pp.109-121.

Author's Profile:

Roma Trigunait (Research Scholar)
 MBA, M.Com, UGC-NET (HRM), M.Phil (Management)

Roma Trigunait is currently pursuing M.Phil from BBAU (A Central University), Lucknow and has a total experience of over 3.5 years in industry, research and teaching. She was a member of Curriculum Development Committee at IUU Dehradun. She has published 3 Book chapters and presented her paper in reputed conferences at IMS Dehradun, SRMS Lucknow, ISME Bangalore etc. She has attended 14 FDP, workshops and training programs at reputed place like BHU, IIT Roorkee and DIT University. She has undergone various trainings like EBSCO, SPSS and R Software etc. Her area of specialization includes Human resource management, Organizational behaviour etc.

Dr. Taruna

Taruna is currently working as Assistant Professor at BBAU, (A Central University), Lucknow and has a total experience of over 15 years at various reputed institutes like Bundelkhand University, RGSC BHU. She has around 50 publications in various journals and edited books and presented paper in reputed National and International conferences. Her area of specialization includes Human resource management, Organizational behaviour, Stress Management etc.